Profile of a Woman Officer

1980

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Heidrick and Struggles, Inc.

Consultants in Executive Search

About this study

This is the fourth annual study of women who hold officer rank at the corporate level of America's largest industrial and non-industrial organizations. Those included are employed by the nation's 1000 leading industrials and 50 leading banking, diversified financial, insurance, retailing, transportation, and utility companies. No women with only subsidiary, division or unit level titles are participants.

The mail survey did not require identification of respondents. Three hundred twelve of the 497 officers elected to respond; of these, 255 or 51 percent of the total replied in time to be represented in the analysis. As was the case in prior studies, participants proved to be comparable to the total population in terms of identifiable factors: title, location, and type of employer.

Once again, respondents have been categorized by economic background, age, education and degree of support for major issues relating to women and work to reveal the impact of these factors on participants' answers. In certain instances, current results have been compared with prior studies of women officers, as well as national surveys conducted by Heidrick and Struggles of senior-level executives (of whom slightly more than one percent are women) and black executives (of whom roughly ten percent are female). The senior executives are 4,158 individuals who assumed vice presidential or higher positions in major companies during 1979. The 638 blacks are managers and professionals earning at least $20,000 in organizations of varying size.

Heidrick and Struggles is deeply appreciative of the time and attention contributed by the women officers who made this survey possible.

About Heidrick and Struggles

For more than a quarter century, Heidrick and Struggles has devoted its full resources to helping client organizations in all major industries to locate, evaluate and attract the highest caliber executive talent. Men and women sought in behalf of client companies range from candidates for the board of directors and chief executive officer's post to middle management.

As one of the oldest and largest firms devoted exclusively to executive search, Heidrick and Struggles provides access to leading executive markets around the world through 10 domestic and nine international offices. The firm's seasoned consultants are supported by the search industry's most comprehensive research and planning operations, the product of more than 25 years of meeting clients' needs for superior performers.

The typical officer

The average woman officer of 1980 is married, under 50 years of age, has at least one degree, spent her childhood in low income or lower middle class circumstances, and earns cash compensation of less than $50,000 from her non-industrial employment.

Fully 98.8 percent of the 1980 women officers are non-Hispanic whites. All minorities constitute 1.2 percent of the group. Nearly six in ten (58.2 percent) of the women are Protestant, 26.1 percent are Roman Catholic, and 8.9 percent Jewish. The remaining 6.8 percent claim another or no religion.

The number of women officers continues to grow, although the pace has slackened in an unfavorable economic climate. The total advanced to just 497 from 485 a year ago, 416 in 1978 and 325 in 1977. However, the proportion of participants with titles of vice president or higher and substantial compensation is greater than ever before.

Title

The proportion of women officers who have attained the title of vice president or above continues to advance, standing at 28.0 percent currently compared with 25.5 percent a year ago. However, the majority of survey participants continue to be found in corporate secretary and assistant secretary positions.

Sixty-two percent of the women are associated with industrial companies and the remaining 38 percent with non-industrials. Since the survey includes 1,000 industrial companies and only 300 non-industrial firms, the incidence of women officers among the non-industrials is substantially greater. One woman officer is found among each 1.6 non-industrials compared with every 3.3 industrials.

Title	1980	1979
Chairman, vice chairman, president	0.8%	1.4%
Group vp, senior vp, and vice president	27.2	24.1
Second vice president	2.6	2.5
Assistant vice president	5.3	7.0
Secretary	14.1	11.5
Assistant secretary	37.0	39.5
Treasurer	1.8	1.2
Assistant treasurer	5.4	6.8
Other	5.8	6.0
	100.0%	100.0%

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Compensation

More than six out of 10 women officers earn less than $50,000 in cash compensation. Indeed, nearly three out of 10 may be found in the $20,000-$29,999 bracket. However, one in five is making $70,000 or more, and the proportion of top earners—those with six-figure incomes—has advanced to almost one in 11.

Age does not impact compensation importantly, although those under 40 have not had sufficient time to reach the monetary rewards obtained by their older counterparts. A far more significant consideration is education. More than seven in 10 of those lacking a bachelor's degree are earning less than $50,000. In contrast, only 44 percent of those with at least one degree may be found in this category. Similarly, only 15 percent of the less educated are earning $70,000 or more, while more than twice as many of the college graduates are paid this well.

Base and bonus	Total	By age			By education	
		Under 40	40-49	50 or over	No degree	One degree or more
Less than $20,000	4.7%	6.6%	4.4%	3.1%	6.2%	2.7%
$20,000-29,999	28.2	28.5	25.0	30.2	34.0	14.2
$30,000-39,999	14.5	16.5	13.2	13.5	16.0	12.2
$40,000-49,999	14.1	11.0	11.8	18.8	14.8	14.9
$50,000-59,999	11.4	14.3	13.2	7.3	8.0	15.5
$60,000-69,999	7.1	9.9	4.4	6.3	6.2	9.4
$70,000-79,999	5.5	5.5	3.0	7.3	3.1	7.4
$80,000-89,999	3.5	3.3	5.9	2.1	4.3	5.4
$90,000-99,999	2.4	—	4.4	3.1	1.2	4.1
$100,000 or more	8.6	4.4	14.7	8.3	6.2	14.2
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Perquisites

The medical examination is the perquisite most widely held by women officers, with extra life insurance holding second rank. The number of women gaining perks advances with age and education. The proportion of women receiving no major perquisites has declined from 20 percent in 1977 to 14 percent and 13 percent in more recent years to the current 8.7 percent. However, only three of 12 perks are held by a majority of all women officers even now.

Perquisites	Total	By age			By education	
		Under 40	40-49	50 or over	No degree	One degree or more
Medical examination	62.6%	57.1%	60.3%	69.5%	56.7%	66.2%
Extra life insurance	51.2	45.1	52.9	55.8	50.0	52.0
Stock options	50.4	41.8	52.9	56.8	45.2	54.7
Stock purchase plan	30.3	30.8	30.9	29.5	29.8	31.1
Automobile	24.4	28.6	30.9	15.8	20.2	27.7
Deferred compensation	19.3	19.8	17.6	20.0	11.5	25.0
Club membership	15.7	14.3	14.7	17.9	10.6	19.6
Financial counseling	11.0	6.6	13.2	13.7	8.7	12.2
Performance shares	10.6	13.2	11.8	7.4	3.8	15.5
Low-cost loans	8.3	15.4	4.4	4.2	9.6	7.4
Management contract	2.4	1.1	5.9	1.1	1.0	3.4
Vacation retreat	2.0	4.4	—	1.1	1.9	2.0
None	8.7	12.1	8.8	5.3	11.5	6.8

(Results do not add to 100% due to multiple responses)

Base location

The proportion of women officers in the East has risen at the expense of the Midwest. Since 36 percent of the employer companies are in the East and 33 percent in America's heartland, organizations in the East prove far more likely to elevate females to corporate officer rank.

The South and Southwest, where 19 percent of the firms are domiciled, also lags in survey representation, while the West—with 12 percent of the companies—proves a leader in the promotion of women.

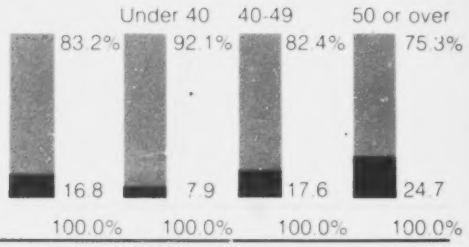
Base location	1980	1979
East	45%	40%
Midwest	25	29
South and Southwest	16	15
West	14	16
	100%	100%

Career continuity

More than eight out of 10 women officers have been employed continuously throughout their careers, although the remainder have experienced interruptions due to family or homemaking responsibilities. More than three out of four (77.6 percent) of the women currently married have had uninterrupted careers, as have nearly as many (74.6 percent) of those now divorced, separated or widowed.

The most significant differences are evident by age grouping. While only three-quarters of the women 50 and over have worked continuously, 82.4 percent of those in their forties have. Even more (92.1 percent) of those under 40 have never experienced a break in their careers.

Career continuity



Number of employers

As was the case in prior studies, this year's woman officer has averaged three different full-time employers. This same rate of interorganizational mobility has been reported by senior level executives, almost all of whom are male, and by black executives earning $20,000 or more, of whom 90 percent are male.

The women officers characteristically have either very short or very long tenure with their present employers. More than one in four (26.3 percent) have less than six years' service, although 22 percent have chalked up 26 years of more. Those who are feminist in their orientation, college graduates or from more prosperous circumstances are less likely to collect quarter century service pins.

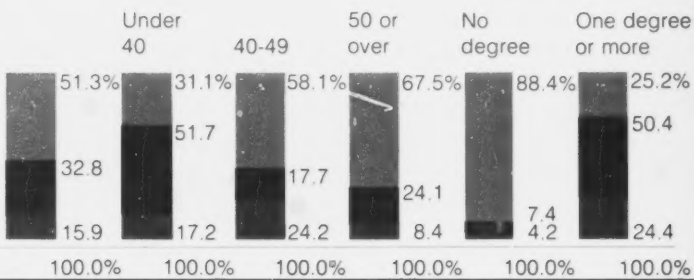
Number of employers	1980 Women officers	Senior officers	Black executives
1	18.1%	18.9%	14.2%
2	23.0	25.9	23.7
3	20.2	23.0	27.8
4	17.7	17.0	17.7
5 or more	21.0	15.2	16.6
	100.0%	100.0%	100.0%

First position with present company

In total, slightly more than half of today's women officers joined their present employer in a clerical capacity. However, younger women are much more likely to have begun their tenure as professionals or managers. Nearly eight out of ten women lacking a degree joined their companies in a clerical post, while only a quarter of the college educated did.

The vast majority of the 1980 officer crop (68.9 percent) obtained their present positions through promotion. Another 18.9 percent joined the post through direct contact with the company. Executive recruiters and direct contact proved much more important among the more highly educated and those under age 50.

First position with present company



Hours per week devoted to work

As a group, women officers average 50 or fewer hours per week on company business. However, the more highly compensated individuals work longer hours with one in five of those at the $50,000 level spending a minimum of 60 hours every seven days on work.

The time devoted by the best paid women compares favorably with the total expended by senior officers whose average income amounts to $134,500.

Marital status does not appear to impact importantly the amount of time devoted to work. Indeed, 31.1 percent of those currently married are working more than 50 hours, compared with 29.4 percent of the never married.

Their other responsibilities leave women officers little time for community service affairs. Almost half (47 percent) report no involvement in civic or charitable organizations, while another 37.2 percent allocate just one to two hours per week to such affairs.

Hours per week devoted to work	1980 Women officers				Senior officers
	Total	By compensation			
		Less than $30,000	$30,000-$49,999	$50,000 or more	
40 or less	11.8%	27.4%	9.7%	35.7%	7.7%
41-50	54.3	63.1	69.5	43.9	43.8
51-60	25.6	8.3	20.8	20.4	38.5
More than 60	8.3	1.2			10.0
	100.0%	100.0%	100.0%	100.0%	100.0%

Degree of satisfaction with career progress

Almost eight out of 10 women officers evidence a very high or high degree of satisfaction with their career progress. The degree advances with income level, with half of those who earn at least $50,000 reporting the highest level of satisfaction.

The degree of satisfaction characterizing the best paid women exceeds that declared by senior officers of major corporations, even though the latter group enjoys substantially larger compensation.

Degree of satisfaction with career progress	1980 Women officers				Senior officers
	Total	By compensation			
		Less than $30,000	$30,000-$49,999	$50,000 or more	
Very high	32.7%	16.7%	27.8%	50.0%	40.9%
High	47.2	50.0	48.6	43.9	50.0
Average	18.5	30.9	20.8	6.1	8.5
Low	0.8	1.2	1.4	—	0.6
Very low	0.8	1.2	1.4	—	—
	100.0%	100.0%	100.0%	100.0%	100.0%

Degree of satisfaction with content of work

Nearly seven out of 10 women officers feel that work and pleasure are one, or that work affords above average pleasure. The level of pleasure escalates with income received; nearly a quarter of those in the top income bracket believe work and pleasure are one.

Undoubtedly, the better paying positions are less routinized and permit a greater degree of self-actualization. The pleasure reported by top paid women is analogous to that attained by senior officers from their work.

Degree of satisfaction with content of work	1980 Women officers				Senior officers
	Total	By compensation			
		Less than $30,000	$30,000-$49,999	$50,000 or more	
Work and pleasure are one	15.4%	12.0%	6.9%	24.5%	20.5%
Work affords above average pleasure	53.9	43.4	61.6	57.1	65.1
Work affords average pleasure	23.2	30.1	28.8	13.3	10.3
Work affords below average pleasure	1.2	—	2.7	1.0	1.3
Work and pleasure are separate and distinct	6.3	14.5	—	4.1	2.8
	100.0%	100.0%	100.0%	100.0%	100.0%

Willingness to move to new position

Fewer than one in five of the women officers intends to stay in her present position for the remainder of her career. This proportion advances with age, of course. Of those 50 years and over, 41.7 percent anticipate retiring out of their present posts.

The level of expectation rises with compensation and education. More than half of the college educated, for example, plan to move to another organization if blocked from advancement with their present employer.

The willingness to remain blocked is even less among black executives than among women officers. Almost 58 percent would move to another organization if necessary to avoid that fate, although only 37.2 percent of the women would.

Willingness to move to new position	1980 Women officers						Black executives
	Total	By compensation			By education		
		Less than $30,000	$30,000-49,999	$50,000 or more	No degree	Degreed	
Stay in present position	18.9%	21.7%	17.8%	17.5%	26.9%	13.6%	12.1%
Advance to higher level in same organization	43.9	45.8	43.8	42.3	57.7	33.3	30.1
Move to another organization if blocked	37.2	32.5	38.4	40.2	15.4	53.1	57.8
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Willingness to move to new geographic location

Despite the well publicized inability of women to relocate geographically, only 12.6 percent of the women officers describe themselves as impossible to move. However, more than half of the group term themselves as reluctant to do so. The number in the cannot move category is greatest among the married (18.5 percent), those earning less than $30,000 currently (21.4 percent) and those 50 or over (23.2 percent). On average, those with a low feminist stance and lacking a degree are less mobile than their counterparts.

Black executives (90 percent male) are typically more willing to move to a new geographic location than are women officers.

Willingness to move to new geographic location	1980 Women officers						Black executives
	Total	By feminist stance		By education			
		Low	High	No degree	One degree or more		
▪ Eager to move	3.2%	1.3%	3.9%	1.9%	4.1%		4.0%
▪ Willing to move	31.6	24.0	34.8	28.6	34.3		58.3
▪ Reluctant to move	52.6	53.4	52.3	51.4	52.7		34.7
▪ Impossible to move	12.6	21.3	9.0	18.1	8.9		3.0
	100.0%	100.0%	100.0%	100.0%	100.0%		100.0%

Age

The age distribution of women officers by marital status demonstrates the growing acceptance of combining marriage and a career. As might be expected, younger women are more likely to be supportive of women's issues than are their older counterparts.

Younger women are more highly educated than their older sisters, and are more likely to have been employed without interruption. Consequently, compensation does not correlate closely with age. Nearly the same percent of women 55 and over is found in each earnings bracket.

Age	Total	By marital status			By feminist stance		By education	
		Married	Widowed, divorced, separated	Never married	Low	High	No degree	Degreed
Under 30	5.9%	5.9%	5.0%	6.7%	1.3%	7.8%	1.0%	9.5%
30-34	13.0	16.0	18.3	4.0	2.6	17.2	4.8	18.9
35-39	16.9	21.0	13.3	13.3	10.7	19.4	13.3	19.6
40-44	12.9	17.6	11.7	6.7	6.7	15.6	11.4	14.2
45-49	13.7	10.1	11.7	20.0	21.3	10.6	17.1	10.8
50-54	14.1	10.9	13.3	20.0	18.7	12.2	19.0	10.1
55 and over	23.5	18.5	26.7	29.3	38.7	17.2	33.4	16.9
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Economic circumstances of childhood

More than half of the women officers describe the economic circumstances of their upbringing as lower middle class; in all, 63.8 percent term their origins as less advantaged.

The advantages of more prosperous origins are reflected in the education and compensation attained by women officers. Although representing only 36.2 percent of all women officers, those upper middle class and wealthy as children constitute a majority of the degree holders. What is more, those from advantaged beginnings now hold most of the positions paying $50,000 or more.

Economic circumstances of childhood	Total	By compensation			By education	
		Less than $30,000	$30,000-$49,000	$50,000 or more	No degree	One degree or more
Low income	11.4%	16.7%	11.0%	7.2%	21.0%	4.8%
Lower middle class	52.4	60.7	57.5	41.2	65.7	43.5
Upper middle class	35.0	22.6	30.1	49.5	13.3	49.7
Wealthy	1.2	—	1.4	2.1	—	2.0
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Highest educational attainment

More than one in four of the women officers possesses a graduate degree. These advanced degree holders constitute nearly half (48.5 percent) of those earning $50,000 or more.

The women officers are more highly educated than either of their parents. Their level of academic attainment lags that of black executives and of senior officers. However, the record of the top earners among the women is similar to that recorded by the blacks and upper-echelon executives.

As early evidence of their achievement orientation, three-quarters of the women officers report having posted a B+ average or better during undergraduate years. In addition, a comparable number engaged in extra-curricular activities at an average or above average rate of involvement. Today's top earners among the women officers not only outperformed their counterparts academically, but also in a majority of cases had an above-average involvement in activities.

Highest educational attainment	Women officers	Their fathers	Their mothers	Black executives	Senior officers
High school or less	13.0%	57.5%	69.0%	14.9%	7.7%
Attended college	28.5	13.1	15.9	N/A	N/A
College graduate	22.1	13.5	11.5	19.5	45.1
Graduate study	9.9	2.4	2.4	26.7	N/A
Graduate degree	26.5	13.5	1.2	38.9	47.2
	100.0%	100.0%	100.0%	100.0%	100.0%

Most helpful credential to woman launching her career

The women officers were asked which credential would prove most helpful in accelerating the career progress of a woman now launching her career: a CPA certificate, a law degree or a master's in business administration. Nearly six in 10 selected the MBA, although 17 percent declined to choose. The MBA proved to be an even more popular alternative among those women earning $50,000 or more.

Most helpful credential to woman launching her career	Total	By compensation		
		Less than $30,000	$30,000-49,999	$50,000 or more
CPA only	10.3%	13.4%	9.6%	8.3%
JD only	8.8	3.7	13.7	9.4
MBA only	59.0	57.3	57.6	61.5
CPA+MBA	1.2	—	2.7	1.0
JD+MBA	1.6	1.2	1.4	2.1
CPA+JD+MBA	2.0	1.2	2.7	2.1
Don't know	17.1	23.2	12.3	15.6
	100.0%	100.0%	100.0%	100.0%

Marital status

Marital status does not impact the monetary success women attain in their careers, despite the added responsibilities imposed by marriage and child care. The distribution of women in the top earning category is approximately the same as that among all women officers with one exception. Divorcees who have remarried are under-represented in the $50,000 and over group.

The marital make-up of the women officers is very different from the almost exclusively male senior officer group. Only a handful of the senior officers have remained unwed, and a far smaller percentage has been divorced.

Of the women officers who have taken spouses, the largest group (64.2 percent) were in their twenties at the time of their first marriage. Another 24 percent were teen-agers. A slight majority of those who have married (50.8 percent) are mothers. Nearly half report the age of the youngest child as 20 or older. However, 24.2 percent of the women have youngsters 12 or younger.

Marital status	1980 Women officers				Senior officers
	Total	By compensation			
		Less than $30,000	$30,000-$49,999	$50,000 or more	
Single, never married	29.5%	26.2%	30.1%	31.9%	1.2%
Married to first spouse	35.8	35.7	35.6	36.1	83.8
Divorced, never remarried	18.5	21.4	12.3	20.6	3.6
Divorced, remarried	10.3	9.5	16.5	6.2	9.7
Widowed, remarried or not	5.9	7.2	5.5	5.2	1.7
	100.0%	100.0%	100.0%	100.0%	100.0%

Husband's occupation

Of those women officers currently working, nearly two-thirds are married to executives or professional men. The more highly compensated the woman, the more likely she is to have an executive or professional spouse.

Similarly, degreed women are far more often the wives of executives or professionals. A third of the officers who are 50 or more have husbands who are retired.

Husband's occupation	Total	By compensation			By education	
		Less than $30,000	$30,000-$49,999	$50,000 or more	No degree	One degree or more
Executive	31.3%	25.0%	21.6%	46.4%	17.0%	41.4%
Professional	33.9	27.5	35.2	39.0	21.3	41.4
White collar	11.0	10.0	21.6	2.4	14.9	8.6
Blue collar	11.9	27.5	5.4	2.4	25.5	2.9
Self-employed	1.7	2.5	2.7	—	2.1	1.4
Retired	10.2	7.5	13.5	9.8	19.2	4.3
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Hours devoted to homemaking tasks

About seven of 10 women officers currently married devote no more than 15 hours weekly to home chores. Even so, they average considerably more time than their spouses. The husbands devoting the longest hours to homemaking responsibilities are those married to women 50 and over; a third of these men are retired.

Probably because of their more demanding jobs, highly compensated women spend less time on homemaking tasks than do their lower-paid counterparts.

Hours devoted to homemaking tasks	1980 Women officers				Spouses of officers
	Total	By compensation			
		Less than $30,000	$30,000-$49,999	$50,000 or more	
▪ Fewer than 10	35.9%	10.3%	37.8%	58.6%	62.7%
▪ 10-15	35.9	41.0	40.6	26.8	23.7
▪ 16-20	18.8	28.2	16.2	12.2	7.6
▪ 20 or more	9.4	20.5	5.4	2.4	6.0
	100.0%	100.0%	100.0%	100.0%	100.0%

Progress of women over the past ten years

Women officers overall feel that the progress of women as managers and professionals in major American businesses over the past 10 years has been about what they anticipated.

The historical perspective of the officers does not appear to be influenced strongly by the level of compensation they have attained in their own careers. However, women 50 and over have a higher degree of satisfaction with what has been accomplished during the decade than do their younger counterparts.

Progress of women over the past ten years	Total	By compensation			By age		
		Less than $30,000	$30,000-49,999	$50,000 or more	Under 40	40-49	50 or over
Much faster than anticipated	2.8%	3.6%	2.7%	2.1%	1.1%	2.9%	4.2%
Somewhat faster	17.0	16.9	13.7	19.6	14.4	14.7	21.0
As anticipated	46.6	45.8	43.9	49.5	48.9	45.6	45.3
Somewhat slower	30.0	32.5	32.9	25.7	30.0	32.4	28.4
Much slower	3.6	1.2	6.8	3.1	5.6	4.4	1.1
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Progress of women over the next ten years

More than three-fourths of the women officers feel that progress of women as managers and professionals in major American businesses will be faster over the next decade than in the past 10 years. The optimism advances with the level of compensation. Most sanguine are the oldest women, with eight of 10 in the 50 and over bracket viewing coming progress as much or somewhat faster than that achieved in the last decade.

Progress of women over the next ten years	Total	By compensation			By age		
		Less than $30,000	$30,000-49,999	$50,000 or more	Under 40	40-49	50 or over
Much faster	21.6%	17.9%	21.9%	24.4%	22.0%	23.5%	19.8%
Somewhat faster	55.3	57.1	54.8	54.1	53.8	50.0	60.4
The same	19.2	22.6	16.5	18.4	19.8	19.1	18.8
Somewhat slower	3.5	1.2	6.8	3.1	4.4	5.9	1.0
Much slower	0.4	1.2	—	—	—	1.5	—
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Progress of women compared with that of blacks

Six out of 10 women officers feel that the progress of women in achieving executive positions over the past 10 years has exceeded that of blacks. This viewpoint jibes with that of black executives, most of whom indicated that women had advanced more rapidly over the past decade and a half.

The women officers are even more certain that the gains of females will outdistance those of blacks in the decade to come, with 63 percent characterizing the pace for women as much faster or somewhat faster. When questioned about the next 15 years, black executives also were inclined to believe that women would make even greater gains vis-a-vis blacks.

Progress of women compared with that of blacks	Past 10 years	Next 10 years
Much faster	22.1%	16.6%
Somewhat faster	38.5	46.1
The same	23.8	34.4
Somewhat slower	12.3	2.5
Much slower	3.3	0.4
	100.0%	100.0%

Stand on women's issues

Only 12 percent of the women officers are members of a women's rights organization such as the National Organization for Women, Women's Equity Action League or National Women's Political Caucus. However, a majority of the group supports all but one of eight women's issues. The sole exception is government child care centers, which arouses the greatest degree of uncertainty.

Publications

The firm's original research on trends in management is shared with the business community at large. A complete list of Heidrick and Struggles publications appears below. Single copies are available upon written request to our nearest office.

The Changing Board (1977, with Updates 1980, 1979, 1978)

Profile of the Board of Directors (1971, 1966)

Profile of a Chief Executive Officer (1980, 1977)

Profile of a President (1972, 1967, 1962)

Profile of a Bank and Bank Holding Company Chief Executive Officer (1980)

President Profile, Bank and Bank Holding Company (1974)

Profile of a Bank President (1969, 1963)

Profile of a Woman Officer (1980, 1979, 1978, 1977)

Profile of a Black Executive (1979)

Chief Personnel Executives Look at Blacks in Business (1979)

Profile of a Chief Financial Officer (1975, 1970, 1965)

Profile of a Chief Personnel Executive (1977)

Profile of a Chief Marketing Executive (1976, 1971, 1966)

Profile of a Chief International Officer (1980, 1975, 1970)

Profile of a Chief Research and Development Executive (1978, 1973, 1968)

Profile of the Bank Chief Executive in Great Britain (1973)

Profile of the British Board of Directors (1972)

Profile of the Chief Financial Officer in Great Britain and His American Counterpart (1976)

Profile of a Canadian President (1973)

Profile of the European Chief Executive and His American Counterpart (1969)

Profile of the European Personnel Director (1976)

Profile of the Chief Executive Officer in Mexico (1977)

Profile of a Mobile Executive (1980, 1977)

Director Data—A report on outside director selection practices (originated in 1976, issued annually)

The Search For Management—Services of an executive recruiting firm